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18 March 1965

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MEMORANDUM FOR : All Cable Recipients
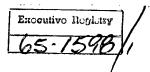
SUBJECT   : Changes in Matters Involving Cables

    The Cable Secretariat is reproducing an average of 1,950 cables each week
day from an average of 2,900 offset masters. From each master we reproduce
approximately 25 copies totalling 49,000 copies and using 73,000 sheets of
paper each week day. We have produced as many as 2,745 cables in a single
24 hour day! Four years ago we processed 1,425 cables each day. Each year
sees an increase of 8-10% over the preceding year. With this amount of work
and a continuing upward trend, we need to adopt every feasible labor-saving,
cost-reducing, time-saving technique we can devise.

    One of the present practices which is not efficient, which slows us down and
which costs us money is the use of colored paper. We use pink for outgoing
cables, white for incoming, yellow for action, blue for RI, green for RI, pink
for the EXDIS cable cover sheet, and even a sanitized (no text) white copy for
sensitive copies for RI. This necessitates unloading, reloading, and hand-
feeding of paper, all of which are incompatible with the best utilization of expensive,
high speed reproduction equipment. As part of our total effort to improve our
efficiency and to give you faster, better service, effective 29 March we will
reproduce all copies--IN, OUT, ACTION--on white paper. Staff Communications,
Department of the Army, took the steps several weeks ago and report that it is
a significant time and money saver. The RI copy will also be printed on white
paper at a later date.

    Another unnecessarily costly operation involves relay requests, currently
averaging 340 each month. At present a unit wishing a cable to be relayed prepares
a relay request using a Form 12. To furnish the text to the Signal Center, the
Cable Secretariat must at a cost in time, personnel, and money, make a Xerox
copy of each page of the cable to attach to the relay request. Since the unit
making the request has been furnished several copies, as a rule, it would
appear that one of these copies could accompany the request. One division
has been doing this, and the savings in time and effort are quite significant.
Effective 29 March each relay request should be accompanied by a copy of the
text to be relayed.

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GROUP 1
Excluded from automatic down-
grading and declassification

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25 March 1965

MEMORANDUM FOR : All Cable Recipients

SUBJECT : Changes in Matters Involving Cables

REFERENCE : C/S Memo of 18 March, Same Subject

After further discussion it has been agreed that:

a. The Cable Secretariat will continue to print outgoing cables on pink paper.

b. The action copy will be printed on white paper with a distinctive ACTION stamp.

c. RI copies will be printed on white paper at a date which is to be determined.

d. Relay requests will be accompanied by a copy of the text.

e. Summaries for outgoing messages will be prepared by the originators if appropriate.

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Cable Secretary

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DISCUSSION OF CABLE SECRETARIAT PAPER, CHANGES IN MATTERS INVOLVING CABLES, OF 18 March 1965

Certain of the steps to be taken by the Cable Secretariat to improve our capability to disseminate cables accurately, quickly, and economically seem to have come in for some adverse comment. This is not unexpected--very often changes are resisted. Let me assure you that our proposal was not lightly made. It is based on study and opinion of people in the business for the past 12 years, and fits in with our future use of semi-automated equipment and possibly computers. (FYI--The current system precludes the use of semi-automated equipment and denies to us any chance of increasing our capability.)

The objective of this paper and the reason for my meeting with you this morning is to make clear the need for these changes and to discuss possible ways in which the objections, as I understand them, can be overcome.

PRESENT PRACTICE - First, let me describe in detail the steps taken at present to reproduce the average 25 copies of an incoming Clandestine Services cable:

Step No.	Action
1.	Operator notes number of copies required
2.	Operator determines whether the RI copy is to be run with text or as a dummy (no text)
3.	Master is placed on machine
4.	Machine is turned on and master is etched, using automatic etcher
5.	Ink and water rollers engaged
6.	Machine runs several revolutions to build up ink for printing
7.	Paper feed is engaged
8.	20 copies are run
9.	Paper feed is disengaged
10.	Ink and water roller disengaged
11.	Operator reaches for yellow action copy
12.	Operator reaches for green RI copy
13.	Yellow action and green RI copy paper placed on machine past the automatic paper feed
14.	Machine is turned on
15.	Ink and water rollers are engaged
16.	Yellow action and green RI copies are fed through machine
17.	Paper feed is engaged and file copies run
18.	Paper feed is disengaged
19.	Ink and water rollers are disengaged
20.	Blanket is cleaned
21.	Master is removed

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Average time - 22 seconds. (This time is extended to 37 seconds when a dummy copy (no text) is needed, since the operator must either clean a precise portion of the blanket or cut the master to remove the text.) If the message is a multiple page message, he must reach into the receiving tray and take out all copies, put them in the paper feed for back-up printing. But before doing so, he must remove the RI dummy copy and it must be kept apart from the others since it is not to have any text printed, front or back.

PRACTICE AS OF MONDAY, 29 March 65 - Now, consider the same job without the colored paper:

Step No.		Action
1.		Same as 1 above
2.		Step 2 as above is omitted - not necessary
3.	(2)	Same as 3 above
4.	(3)	Same as 4 above
5.	(4)	Same as 5 above
6.	(5)	Same as 6 above
7.	(6)	Same as 7 above
8.	(7)	25 copies are run (not 20)
9.	(7)	Step 9 as above is omitted-not necessary
10.	(7)	Step 10 as above is omitted - not necessary
11.	(7)	Step 11 as above is omitted - not necessary
12.	(7)	Step 12 as above is omitted - not necessary
13.	(7)	Step 13 as above is omitted - not necessary
14.	(7)	Step 14 as above is omitted - not necessary
15.	(7)	Step 15 as above is omitted - not necessary
16.	(7)	Step 16 as above is omitted - not necessary
17.	(7)	Step 17 as above is omitted - not necessary
18.	(8)	Same as 18 above
19.	(9)	Same as 19 above
20.	(10)	Same as 20 above
21.	(11)	Same as 21 above

Number steps reduced: 10
Average time: 17 seconds
Time saved: 5 seconds

(This time would not be extended by the additional 16 seconds as in the first example since that step would be eliminated. He would not have any copy to keep separate from the rest--all copies would read the same.)

It is estimated by my people that we can put at least 50 more cables into the hands of the customer by the close of business each day or a total of approximately 150 messages each 24 hours. The service to you is improved, the cost per item to me is reduced, and there is a smooth flow of work with less operator fatigue.

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Outgoing cables follow the same steps except that no yellow copy is prepared.

Now let us consider the possible objections to this on the part of the recipients.

A - <u>Yellow copies</u> - Traditionally there has been a yellow copy to signify to the recipient that he or his unit is responsible for taking action. Without this yellow copy, it is feared that a unit may not recognize, or recognize quickly, that it is the action unit. Too, the project files will not contain yellow copies, which has been accepted as <u>the</u> file copy for that file.

The objections, if I have stated them correctly, have merit. We have been using color as an assist to identifying action and file copies for a number of years. But such usage need not and should not preclude us from taking those steps essential to getting the job done efficiently. When I took over this job, 450 cables in 24 hours was a right fair day. Now it takes 2,400 cables to warrant notice. We have taken a number of steps to achieve economies in time and money--all with the view to doing our job better so that you could do your job better. Change must be a part of our daily life if we are to progress. Yesterdays standards, yesterdays reasons, need not and probably should not be our criteria for our performance today. To get back to color--I suggest that each unit can achieve the results now achieved with the yellow copy by:

1) Affixing an ACTION tag to <u>the</u> action copy
2) Placing an ACTION stamp on <u>the</u> action copy
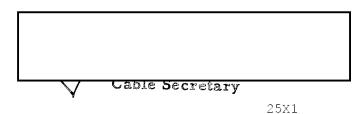3) Putting <u>the</u> ACTION copy in a <u>folder</u> or folders of a distinct size or color

Possibly there are other ways. I am confident that your registries and your secretaries will devise means to achieve this distinction and <u>without any appreciable</u> <u>extra effort.</u> They must read at least the heading of a cable and there, clearly indicated, is the symbol for the ACTION unit opposite the word ACTION. I can't believe that the absence of color can be of sufficient difficulty to preclude savings in the Cable Secretariat <u>and</u> the possibility of our getting perhaps 50 extra cables out by the end of the <u>working</u> day, or 150 each 24 hours.

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B - RI Copies (Green/Blue) - For some years we have been running RI copies <u>(blue or green) for</u> Clandestine Services cables. (We undertook to do this so that ⬜⬜⬜⬜⬜⬜⬜⬜ project could get off the ground. I believe that it is off the ground now, and I believe we should be relieved from t' ; chore of doing a job which isn't really ours. We stand ready to furnish <u>white</u> copies direct to RI or to the Division for RI. The objection in this instance as I understand it is that there will be no boxes on the RI copy for checking, and that there will be no distinctive color. Again, the objections have validity--but I don't believe they are overriding. I suggest that the difficulties could be overcome by:

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1) Stamping the RI copy in the action unit with the same stamp to match the present over-print
2) Furnishing copies direct to RI for their action
3) Possibly running all copies with the RI pre-printed material. (This could be done without difficulty, but may be questionable worth.)

C. Pink Copies - Here again, we have for many years identified an OUT message by its color when reproduced. To deprive ourselves of this ease of identification should be done only after reflection. The objection in this instance seems to stem from a possible confusion of an IN cables mixed with OUT's, since there would be no color to guide by, this is possible. But it can be avoided by simply looking at the messages--the OUT's are clearly and easily distinguishable from IN's by their format--originating office, coordination and releasing offices don't appear on IN's. In a file, the quickest glance would enable one to distinguish an OUT from an IN.

In summary, I believe the positive gains to the Agency in terms of increased production, faster service and reduced cost per item more than offset the "loss" factors of possible difficulty or inconvenience in quickly recognizing by color the type of message at hand.

Cable Secretary

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